

Thoughts on FY09 goals as they relate to FY10 goals

SO'K 8/7/09

1. The Town Manager shall develop specific recommendations for consideration by the Select Board to address the revenue crisis, including the generation of new revenue; reducing expenses through efficiencies in Town structure and service delivery; negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support; and pursuit of an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers. **KEEP AS-IS**
2. The Town Manager shall continue to strengthen relationships with UMass and the Colleges, and to actively engage community groups. **KEEP AS-IS**
3. The Town Manager shall develop and implement a plan that improves morale and lines of communication among all employees. The Town Manager will incorporate Human Resources into the goal of improving morale, as a source for training, wellness, professional development and addressing workplace concerns. **NEEDS MORE SPECIFICITY**

This had been two SB-approved goals that were combined for the above goal at Larry's suggestion. Original SB goals:

- Assess and address staff management, morale and communication issues; inform us of your determination and plans.
- Assess and address the Town's Human Resources needs; inform us of your determination and plans.

Suggestion for FY10: The Town Manager shall assess the state of communication and morale among staff. The Town Manager shall inform the Select Board of his findings, and of his plans for making any necessary improvements.

Suggestion for FY10: The Town Manager shall assess the Town's Human Resources needs. The Town Manager shall inform the Select Board of his findings, and of his plans to ensure that the organization's needs are fully met.

4. The Town Manager shall **continue to** work ~~more~~ closely with the Select Board by helping the Select Board to become more informed; responding to and initiating improved communication efforts; allowing the Select Board more opportunity to provide feedback on policy/practice initiatives and changes before implementation; and involving the Select Board in the determination of collective bargaining strategies. **KEEP, AS AMENDED**
5. The Town Manager shall create an economic development plan, informed by the Master Plan, presenting strategies and goals (including target areas, plans for pursuit) to the Select Board for input and making adjustments accordingly. Once approved by the Select Board, the plan and will serve as a reference and guidance document that informs how the Town moves forward in this area. **COMPLETED**
6. The Town Manager shall encourage staff at all levels to provide suggestions for improving the efficiency of providing services and utilizing resources, within and across departments;

and shall create procedures for collecting and considering the suggestions. **NEEDS MORE SPECIFICITY**

Suggestion for FY10: The Town Manager shall create a work environment in which staff at all levels are expected to offer suggestions for improving the efficiency of service provision and resource utilization within and across departments. The Town Manager shall inform the Select Board about the variety of ways such suggestions are being encouraged, collected, considered and implemented.

7. The Town Manager shall **continue efforts to** research and propose ways to collect “customer satisfaction” feedback and suggestions from the public, regarding interactions with staff and departments, and the process of obtaining services and assistance. **KEEP, AS AMENDED**
8. The Town Manager shall assess opportunities for creating a centralized system for targeted recruitment, training and retention of volunteers to address needs across Town departments. **NEEDS MORE SPECIFICITY – Maybe combine with #7?**

Suggestion for FY10: ?